

Industry in Canada
and in the
United States of America
Friends of Freedom

LAURENCE F. WHITTEMORE, M.A., LL.D.



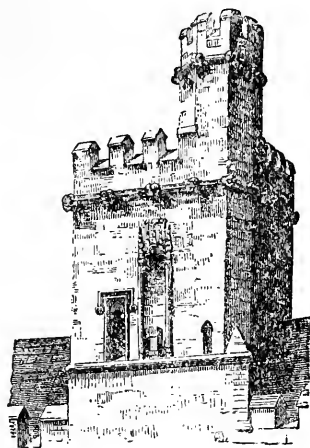
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INDUSTRY *in CANADA and in the UNITED STATES OF AMERICA*
Friends of Freedom

An Address at Montreal



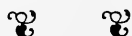
AMERICAN NEWCOMEN, *through the years, has honored numerous corporate organizations: in industry, in transportation, in finance, and in other broad fields of economic and material development—both in the United States of America and in Canada. In the present Newcomen manuscript, by a leading American industrialist whose purview has included also rail transportation and finance, the emphasis is upon the inter-relationships of industry in the two countries, their interdependence, and their joint contributions to Freedom. It is a timely discussion, dealing with the happy bond, between the United States of America and Canada, promoted by this inter-relationship. Industry, in the two countries, deserves the honored designation of:*

“Friends of Freedom!”



“Many avenues of approach were open, in the preparation of this Newcomen manuscript. We are to discuss together briefly both the international relationships, in firm friendship, between our two countries; and the part which Industry in the two has played as promoting *both* friendship and freedom. It is a subject timely and important.”

—LAURENCE F. WHITEMORE



Industry in Canada
and in the
United States of America
Friends of Freedom

LAURENCE F. WHITTEMORE, M.A., LL.D.

MEMBER OF THE NEWCOMEN SOCIETY

PRESIDENT

BROWN COMPANY *and* BROWN CORPORATION

NEW HAMPSHIRE *and* CANADA



THE NEWCOMEN SOCIETY IN NORTH AMERICA
NEW YORK SAN FRANCISCO MONTREAL

1950

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*This Newcomen Address, dealing with the
time-honored inter-relationships between in-
dustries in the United States of America and in
Canada and their joint contributions to Free-
dom, was delivered at the "1950 Canadian
Dinner" of The Newcomen Society of England,
held in historic Windsor Hall of the Windsor
Hotel, at Montreal, P.Q., Canada, when Dr.
Whittemore was the guest of honor,
on October 5, 1950*



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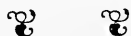




GREETINGS RECEIVED AT THE MONTREAL DINNER ON OCTOBER 5, 1950 FROM GOVERNMENT HOUSE AT OTTAWA FROM HIS EXCELLENCY FIELD-MARSHAL THE RIGHT HONOURABLE VISCOUNT ALEXANDER OF TUNIS, K.G., G.C.B., G.C.M.G., C.S.I., D.S.O., LL.D., M.C., A.D.C., THE GOVERNOR-GENERAL OF CANADA, THE PATRON FOR CANADA OF THE NEWCOMEN SOCIETY OF ENGLAND:

I REGRET that my engagements will prevent me from being with you tonight. As Patron for Canada of The Newcomen Society of England I should appreciate your conveying to all those present at the dinner my congratulations for the Society's excellent work in encouraging the solidarity of industrial leadership in the United States of America, the United Kingdom, and Canada.

—ALEXANDER OF TUNIS



Biographical Sketch of The Author



The farmland and rolling countryside of eastern New Hampshire and the fertile beauty of the famed Merrimack Valley are a background of New England solidarity and New England character for one whose brilliant career, in rail transportation, in finance, in industry, and in education, has contributed much in each of these wide fields. His are boyhood memories of New England's farms and pasturelands, of New England's woods and ponds and streams, of New England's quiet villages and white churches. All these have given inspiration and singleness of purpose to LAURENCE F. WHITTEMORE, M.A., LL.D., of New Hampshire, distinguished President of Brown Company, in the United States, and of Brown Corporation, in Canada. Native of New Hampshire, Dr. Whittemore entered the service of the Boston & Maine Railroad 37 years ago. During the many years that he was identified with that road and with Maine Central Railroad, his were opportunities for intimate contact with New England industry, New England business, and New England finance. His later service was conspicuous as President of The Federal Reserve Bank of Boston; and, subsequently, as President of The New York, New Haven & Hartford Railroad Company, with headquarters at Boston and New Haven. During the First World War, he served as a Lieutenant of

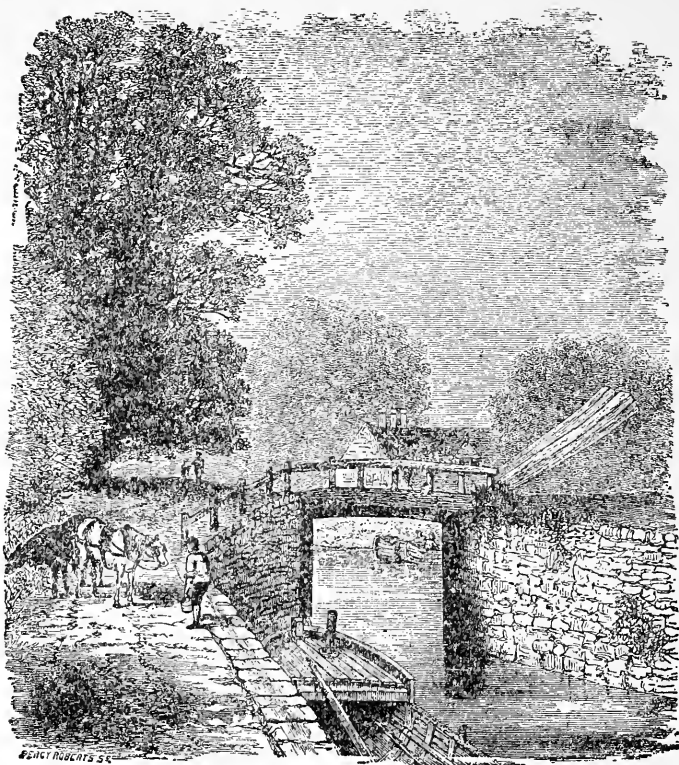
Biographical Sketch of The Author



Infantry in the United States Army. Identified with much of New England's business life, he serves on numerous boards of direction, including: New England Power Company; National Life Insurance Company of Vermont; Suncook Mills, New Hampshire; Rumford Printing Company, Concord; Connecticut River Power Company; Peerless Casualty Company, Keene; Guarantee Company of North America, Montreal; St. Maurice Power Corporation, Canada; and others. Is a Trustee of University of New Hampshire; Pembroke Academy, New Hampshire; Kimball Union Academy, New Hampshire; Augustus Saint-Gaudens Memorial, Windsor, Vermont; and others. Past-President, New England Council, Boston. Pulp and paper manufacturer, business executive and trustee, authority on railroad operation, management, and finance, student of material history, good citizen, Dr. Whittemore is a Vice-Chairman of the New England Committee, in The Newcomen Society of England.



HIS MARK



My fellow members of Newcomen:

WHEN the erudite and persuasive Dr. Penrose convinced me that I should accept a gracious invitation by Dr. Coleman to address this distinguished Canadian gathering I accepted for several reasons: one being that I have become used to submitting to the advice and persuasion of Dr. Penrose; another that 25 years in the railroad business have taught me that an invitation from such a Canadian source is not to be taken lightly; moreover, the subject assigned seemed to be of engrossing interest.



Many avenues of approach were open, *Mr. Chairman*, in the preparation of this Newcomen manuscript. We are to discuss together briefly both the international relationships, in firm friend-

ship, between our two countries; and the part which Industry in the two has played as promoting *both* friendship and freedom. It is a subject timely and important.



As a first approach, I found it expedient to search for underlying historical events which influenced our two great American peoples, citizens of Canada and of the United States of America, to work out their many problems, through the years, with such harmony and mutual benefit. Seldom have I enjoyed an undertaking more than the brief study of border disputes, questions, and solutions which have occurred between the United States and Canada since the Independence of the United States was established, in the Treaty of 1783. Previous to the preparation of this informal Newcomen address I had little knowledge of Canadian events since 1783, although Canadian history before that date had received a good deal of attention, mainly because of the interesting style of writing of Francis Parkman of Boston, whose classic literary accomplishments enthralled me as a boy and as a young man. I have found this later reading both colorful and fascinating.



Certainly the controversies and wars of early years of Canada and the northern colonies of what now is the United States, and after 1783 their continuation through the War of 1812, scarcely constituted a sound foundation for international friendship. The fact that great numbers of Loyalists fled to Canada during the Revolutionary Period, combined with the general Loyalist sentiment of the citizens of Canada, both of French and British extraction, might well have brought about historical antipathy between the two countries, such as often has proved insurmountable in similar circumstances in other parts of the world.



As some of you may know, my boyhood was spent in the little town of Pembroke, New Hampshire, and among my early playmates were many children of French-Canadian extraction whose families had been lured to the States by opportunities for employ-

ment. I early came to have an appreciation of their qualities of friendship, lighthearted enjoyment, and faithfulness to their associations. In fact, I still have my residence in the Town of Pembroke, and half of its present population are of French-Canadian ancestry. To understand how they have kept their allegiance to the Province of Quebec and to its institutions and still have constituted themselves as loyal citizens of another country is to understand the inestimable qualities and versatilities of the race.



It seems remarkable that two nations, Canada and the United States, should be able to work out a peaceful solution to the many difficulties naturally arising in connection with a long and disputed boundary line, in many cases not delineated by great natural barriers. When the Treaty of 1783 was ratified, so little was known of the geography of the region that the establishment of an exact boundary was impossible. The northern of the then United States claimed areas of what is now Canada, and Canada in turn claimed areas which are now parts of New Hampshire and Maine. In spite of many attempts, in good heart and conscience, to settle the controversy and definitely fix the boundaries, it was not until 1842 that the final agreement was reached. You will recall that Daniel Webster, a graduate of Dartmouth College and a New Hampshire native, the Secretary of State of the United States, was our representative, and that the British Government wisely sent Lord Ashburton to represent it, in an attempt to settle all the disputes relating to the boundaries and the depredations of which citizens of both countries had been guilty.



There came into my possession some years ago, from a friend whose grandfather was a contemporary and correspondent of Webster, copies of the original correspondence with Lord Ashburton relating first to the so-called "Caroline Case," and afterwards to the settlement of the boundaries. The "Caroline Case" grew out of a series of events in 1837, wherein certain citizens of Canada having been defeated in the uprising led by William Lyon McKenzie, sometimes called the Papineau War because of the

activities of one Louis Joseph Papineau, escaped to the United States and found sympathetic help in the vicinity of Buffalo, New York. On December 13 of that year, McKenzie with his followers crossed to Navy Island, about two miles above Niagara Falls on the Canadian side. Supplies and reinforcements were carried to the island on a small steamship known as the *Caroline*, which was under ownership of citizens of New York. At midnight on December 29, a Canadian force under leadership of one Allan McKnab crossed to the American side, loosed the *Caroline* from her moorings and sent her a mass of flames over the falls. One citizen of the United States was killed in the scuffle. Feelings ran high in both countries and, except for the warning by President Van Buren that citizens of the United States giving aid to the Canadian rebels might expect no help from his government, there might have been an international conflict. In the correspondence above mentioned, Lord Ashburton referred to the foregoing events as "tumultuous proceedings."



The long correspondence between the two great men indicates how anxious each was to come to a peaceful solution of this and all other controversies. In discussing the duties of one nation to the territory of another, Webster said: "All that can be expected from either government in these cases is good faith, a serious desire to preserve peace and do justice, the use of all proper means of prevention; and that, if offenses cannot, nevertheless, be always prevented, the offenders shall still be justly punished." I venture to say that if all the statesmen of the world today viewed these matters in accordance with that rule, our lot would be a happier one than at present.



In settlement of the boundary disputes accomplished in the same year, neither Canada, Great Britain, or the United States was entirely satisfied. This indicates it was a fair settlement, neither side having won undue advantage of the other. At least one biographer of Webster states that he, Webster, considered the settlement of these controversies the greatest achievement in his long service in the Senate of the United States and as The Secretary of

State. Had neither Lord Ashburton nor Webster made any other contribution to the welfare of Mankind, these accomplishments would entitle them to lasting gratitude and fame.



Although there have been many instances of disagreement and dispute between the two nations, since 1842, yet they finally have been settled amicably in the spirit of the Webster-Ashburton correspondence. There has gradually come into being such a friendship and association between the citizens of the two nations as has not theretofore existed anywhere else in the world in like circumstances. There are indications that the growing friendship and cooperation between citizens of the United States and those of Canada have served the British Empire well, in its relations with the United States. To many of our people, the Empire is typified by those with whom we have done business and had acquaintance *in Canada*. In relations between nations it is important to foster and preserve every circumstance of accord, and to eradicate every reason for discord. The increasing friendship between the United States and Canada has often had that effect even in relation to affairs between Great Britain and the United States.



Citizens and corporate interests of the United States have sought investment opportunity and have gained accomplishment in *the industrial development* of Canada; and, in relation to population and wealth, Canadians have reversed the process in their activities in the United States. That both countries have profited by this interchange of capital, ideas, and enterprise is beyond question. Each finds the other a satisfactory source of various raw materials, and an increasingly important market for manufactures of great variety. All this is well.



Again, we have open to us an approach to a more specific examination, in pursuing further this interesting subject.

You will find that there is recorded a quite amazing volume of statistical and other pertinent data concerned with the inter-relation

of industry in the two countries. A book might be written. However, I decided to limit myself in this appraisal to matters that have come under my personal observation.



In my experience, the most significant activity of Canadian interests in the United States has been the acceptance there of Canadian railroads, even to the extent of those owned by government itself. Having worked for railroads which have direct connections with both Canadian Pacific Railway and Canadian National Railway, I can testify to the high regard in which their managements are held in the sections of the United States in which their lines run. It was pointed out, in 1936, in a joint publication prepared for the Carnegie Endowment For International Peace, prepared by American and Canadian statisticians that, whereas the two great Canadian systems operate and control about 6,600 miles of road in the United States, yet the United States railroad mileage in Canada is only about 1,550 miles. To my knowledge, railroad men from south of the border have been treated in all respects as favorably in Canada as they have been at home, and the reverse is true regarding the treatment of Canadian railroads operating in the United States. In fact, in some respects, the latter have been favored in competition with those roads in the northeastern part of the United States which had more direct routes to the great central section of the republic. I refer to the so-called "Canadian differentials," whereby Canadian railroads operating in the United States, together with their connections, have been allowed not only to compete but to *underbid* lines native to the United States in the matter of establishing freight rates between the great industrial areas in New England and their markets in the Upper Mississippi Valley. The justification for these lower rates is the fact that their routes are more circuitous and, therefore, supposed to be somewhat slower. Railroad men in the audience will know whether the latter fact is still true or not. In any event, I can testify that in twenty-five years of work for American railroads having competitive routes, I have known of no instances of serious difference which could be attributed to the fact that the lines in question were owned and operated by Canadians. We can be proud of such record.

We come now to a consideration of *industrial* inter-relationships. And again I shall rely upon personal observation.



In November of 1949, I was asked to accept the responsibility of the Presidency of the Brown Company in the United States and of its wholly-owned subsidiary, the Brown Corporation in Canada. I had been familiar with their problems for a long while, as a Director. One of the considerations which interested me in undertaking the responsibility was an opportunity to carry on business in Canada as well as in the northern part of the New England States. The facts in regard to the Brown Company's activities in Canada make a good *case history* of the relation between manufacturing industry in Canada and the United States. As such, I shall undertake a brief history:

Berlin, New Hampshire, interests, that is, the Burgess Sulphite Fibre Company, acquired cutting rights on certain timber limits on the upper St. Maurice River, in Canada, in the very early 1900's. It was the intention at that time to float the wood down the St. Maurice to the St. Lawrence, haul it out at Three Rivers, and ship it to Berlin by rail. It being subsequently discovered that there was other Canadian wood available to Berlin much nearer than the St. Maurice wood, the proposed operation was suspended. Meantime, a group of Canadian financiers promoted the building of a railroad spur, from the Quebec & Lake St. John Railroad to La Tuque, Quebec—a distance of 38 miles. The syndicate was headed by a Canadian lawyer of high repute, one J. G. Scott. The financing was arranged by Hanson Brothers, private bankers of Montreal. As a subsidy for the construction of the road, a grant of 250 square miles of freehold limits was made by the Provincial government. In addition, the syndicate purchased the water power rights at La Tuque, as well as lands adjacent to the Falls suitable for a mill site and village.

In 1905, the Quebec and St. Maurice Industrial Company was incorporated by special legislation, and shortly thereafter was taken over by the Brown family interests from Berlin, New Hampshire.

In 1906 and 1907, the Quebec and St. Maurice Industrial Company purchased the lands and water rights of the railroad syndicate as well as additional St. Maurice limits including those of the Burgess Sulphite Fibre Company.

On October 6, 1909, ground was broken for the construction of a saw mill and a sulphate pulp mill of 30 tons daily capacity. The story of the breaking of ground for the La Tuque development as related by Charles Johnson, one of the Brown Managers now retired but still active, is picturesquely interesting:

“Charles Sanborn, Mrs. Sanborn, George Lovett, O. B. Brown, Montague Brown, and I left Berlin on Saturday, October 5, 1909. We landed at midnight at La Tuque. On Sunday we took a walk around to look at the Falls and the possible mill site. As we were walking around, a simple-minded man (who had been discharged from the railroad) approached Charlie Sanborn and wanted a job. We had no tools to work with, so Charlie told him he could have a job if he could get a shovel. The fellow said he would get a shovel. That was in the morning. In the afternoon this same man came up to the present mill site, which was nothing but trees and blueberry bushes, with a shovel that was worn out and the handle of which was broken off. He reported for work. Charlie Sanborn looked at the shovel and he looked at the man and then he set him to work digging *a hole in the ground*. That was the first man we hired, and the first tool we had on the job was a broken shovel. That was the beginning of breaking ground for the mill-site at La Tuque. We built the mill and the canal. The penstock and the first water wheel were installed during that winter and spring.” This statement indicates how simply great undertakings often start.



In preparing this brief history of early events on the upper St. Maurice, I have taken advantage to talk with several members of the Brown family, as well as with those who went with them to pioneer this great project of development. According to Orton B. Brown, here present, the agent who was interested in disposing of the St. Maurice properties picked the name of their Company out of a list of pulp and paper companies, and approached them as to

a purchase. The Brown family at that time operated under the name and style of the Berlin Mills Company. William Robinson Brown, here present, had even before that made certain studies and explorations on the northern side of the St. Lawrence, and he sent his Chief Forester and Estimator into the country. It is told that this gentleman, Augustus M. Carter, found the accepted way to get to La Tuque to be by steamboat from Grande Piles to the La Tuque Falls, which was then the head of steam navigation. When he arrived he found a scanty village, the one small hotel of which was filled to overflowing. There were no beds available where he could sleep, so he spread his blankets underneath a table to spend a not too restful night. Next day he procured the services of Indian guides to take him up the river, to inspect the limits which were being offered.

We are told that as a result of Mr. Carter's explorations the three elder Brown brothers—Herbert, Orton, and W. R.—made a journey into the wild country and decided to complete the purchase. To put to use the bountiful supply of wood available up river they built the *second* sulphate pulp mill on the North American continent—the first being that of the Brompton Pulp & Paper Company. The Brown interests already owned two substantial *sulphite* mills in New Hampshire, and felt that a sulphate mill would increase the diversity of their products, which proved to be the case. This mill, which had an initial capacity of 30 tons a day, is now averaging to produce about 500 tons a day of kraft pulp, including several highly specialized bleached pulps which have obtained world-wide recognition.



The water power at La Tuque, which first had an installed capacity of 1500 horsepower, now has been developed to an installed capacity of 222,500 horsepower, through an arrangement with Shawinigan Water & Power Company, using the St. Maurice Power Corporation as a vehicle to implement the partnership. The relationship between this giant Canadian power company, responsible as it is for such a large part of the development and prosperity of the Province of Quebec, and the subsidiary of a Company incorporated and originally owned in the United States, is another

significant illustration of the industrial relationships between the two countries.



It is unnecessary to burden you with details of the chain of events whereby the Quebec and St. Maurice Industrial Company became the *Brown Corporation*, or with exact details of purchase of the Burgess Sulphite Fibre Company by Berlin Mills Company and subsequent formation of the *Brown Company*. However, it were remiss in efforts to cover this subject even sketchily, if I did not pay deserved tribute to the genius displayed by members of the Brown family, during this long series of events. They brought around them capable men, some of whom worked their entire business careers in the employ of the Company, and others who went on to make history in other companies. For many years, the Canadian operation was not particularly profitable and the flow of money from the United States to Canada was steady and in very considerable amounts. In recent years, however, the child often has come to the rescue of the parent; and the recent operations of Brown Corporation have been consistently successful. The combination of ownership and cutting rights on over 2,500,000 acres of wild land on the upper St. Maurice and its tributaries, an efficient and low-cost power supply, and a determination to make the La Tuque mill at least the equal of any in existence, has produced remarkable results. One of research and development that I might mention was the invention before the Second World War of a method of making high-powered explosives for propulsion, out of Canadian wood pulp, rather than from cotton linters; and Brown Corporation gave the Canadian Government the right to use this invention throughout the Second World War, and became the chief supplier of pulp for propulsive explosives in Canada.



For some years, the Board of Directors of both companies have consisted of five citizens of the United States and four citizens of Canada. Over the years, both companies have profited by the interest of citizens of both countries not only as Directors, but as operating managers; and, in one instance, as Chairman of the Board; and, in another, as President.

With few exceptions, the staff of Brown Corporation has been composed of Canadians. The citizens of the St. Maurice valley, originally devoted to farming and work in the woods, have shown an amazing adaptability in mill operation and management. Many Canadians have found their opportunity in transfers to Berlin; and, by the same token, citizens of the United States have found happiness and success at La Tuque. A sample of the interchange of personnel which illustrates my point is the typical history of the chief accounting officer at La Tuque at the present time, Alexander B. Walker. Mr. Walker is a Canadian by birth, who started his work at the Brown Corporation office. Subsequently he was transferred to the United States and became an American citizen. Mrs. Walker, whose father was an officer of Brown Company, was born in the United States and subsequently moved to La Tuque with her family and became a Canadian citizen. She returned for some years to the United States with her husband and was re-patriated there. This last year, in the chain of promotions, whereby we have endeavored to bind the two companies as closely together as possible, Mr. and Mrs. Walker are respected residents of La Tuque.

The interchange of abilities and ideas between the two companies has been constant and the parent company's laboratories finding new ways of making and using wood pulp have given the Canadian company the advantage of their researches. In fact, the chief research engineer of both companies is a Canadian by birth, and many of the early unusual improvements in the making of pulp at La Tuque originated with the then chief chemist of Brown Company, who worked them out on the ground in Canada. At present, the position of Works Manager at Berlin is held by a man of French-Canadian extraction; and his counterpart at La Tuque is a Maine Yankee. These are concrete illustrations.



Ever since the start of our Canadian operations various members of the Brown family and high ranking officials of the Company have made their homes in the Province of Quebec, and have taken part in the affairs relating to the building of the City of La Tuque and the advancement of the industrial and commercial interests of the Province of Quebec. W. R. Brown, heretofore

mentioned, was in charge of the woodland acquisitions and operation of both companies for many years, before his retirement. It is significant that he brought into the Company employ men who have had honorable and somewhat remarkable careers in Canada. I might mention that Mr. DeCarteret, present President of the Canadian International Paper Company, began his career as a forester working for W. R. Brown. James Perrin, still employed by Brown Corporation, has long been a respected resident of Quebec City, as has William L. Bennett recently retired from Brown Corporation to accept the chairmanship of a committee representing the joint interests of Canadian pulp and paper companies in relation to accident prevention and compensation.



Since the La Tuque mill was completed, in 1910, the ownership has had resident representation by Montague Brown, unfortunately accidentally killed on the property in 1911; and by Downing Brown, presently Vice-President in Charge of Sales, who succeeded his brother at La Tuque, in 1911. He was followed at La Tuque by Simmons Brown; and, in 1931, he in turn was called back to the parent company and Wentworth Brown took over at La Tuque. Wentworth Brown, now Vice-President and Assistant to the President of Brown Company, operated the La Tuque property from 1931 to 1942, with marked success. In the latter year, he came back to Berlin to take charge of all manufacturing operations in both countries, and Warren B. Beckler, Jr., took over at La Tuque as Works Manager, a position he holds at the present.

During this last year, Gordon Brown has re-joined the Company as Assistant to the President of the Brown Corporation, with headquarters in Montreal.



It is our declared intention that the Brown Corporation continue as a lusty offspring of the parent company with all the vigor and resourcefulness which go into the operation of a competitive manufacturing plant. Many prominent and distinguished Canadians have lent their support, advice, and counsel to the Brown Corporation in its endeavors. We are very proud of the fact that for many years the present Prime Minister of Canada, the Right Honourable

Louis S. St. Laurent, a member of the Canadian Newcomen, served as our chief counsel in Canada, and his wise example, although discontinued when he entered the service of his country, is still of inestimable benefit to those who have followed him.



Perhaps an interesting sidelight on industrial history is found in the fact that the American company, originally owned largely by the Brown family, founded the Canadian company. While the Canadian operation has always been by a wholly-owned subsidiary of Brown Company, a Maine corporation, in the vicissitudes of the marketplace it now develops that over 65 percent of the preferred equity and over 58 percent of the common equity of the parent company are owned in Canada.



We have the complete transition of American interests coming into Canada—at first to harvest its pulpwood and ship it out—finally to build a substantial industry in the St. Maurice valley by the installation of the second sulphate pulp mill on the North American continent. Then, the long sequence whereby the parent company has come into control of interests largely Canadian. I doubt if any such series of corporate events can be found in the long history of joint industrial relations between the two countries; and it has seemed to me that this somewhat detailed recital gives *a better illustration* of my subject than the exposition of any tables of statistics which I might present to you here at Montreal tonight.



And now, *Mr. Chairman*, in conclusion:

Let it be recorded that Industry in Canada and in the United States of America have proved themselves true Friends of Freedom, by which I mean freedom in the broadest sense: both personal and national.

Our traditions are the same and our efforts, we hope effective, have been continuous and honest. Industry, in the two countries, with innumerable corporate inter-relationships, of which I have

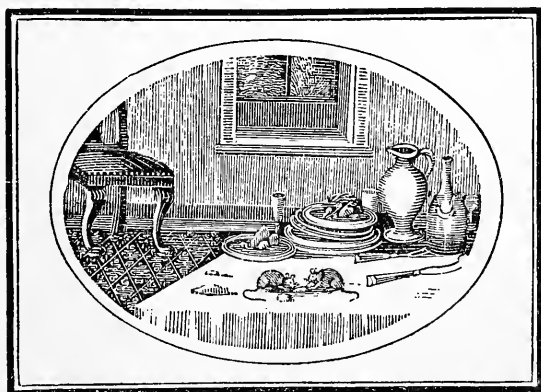
cited only certain specific ones as a kind of case history, has furnished another intimate bond of friendship, of mutual respect, and abiding confidence—between our two countries. Of this we well may be proud.



And, as an informal representative of Industry in America, so I leave you, with my best wishes: and with the best wishes of American Industry—for Canada and the Canadian People.

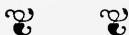
THE END

*“Actorum Memores simul
affectamus Agenda!”*





THIS NEWCOMEN ADDRESS, *dealing with the happy friendship and understanding existing between the United States of America and Canada and the part which the inter-relationships between industries in the two countries have played, was delivered at the "1950 Canadian Dinner" of The Newcomen Society of England, held at Montreal, P.Q., Canada, on October 5, 1950. DR. WHITTEMORE, the guest of honor, was introduced by DR. ERNEST MARTIN HOPKINS, President-emeritus, Dartmouth College; Chairman of the Board, National Life Insurance Company; Vice-Chairman of the Vermont Committee, in American Newcomen. The dinner was presided over by D'ALTON C. COLEMAN, C.M.G., LL.D., D.C.L., retired Chairman and President, Canadian Pacific Railway Company; Past-President of The British Newcomen, at London; and Chairman of the Canadian Committee, in this international Society, whose headquarters are in Great Britain.*



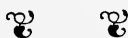


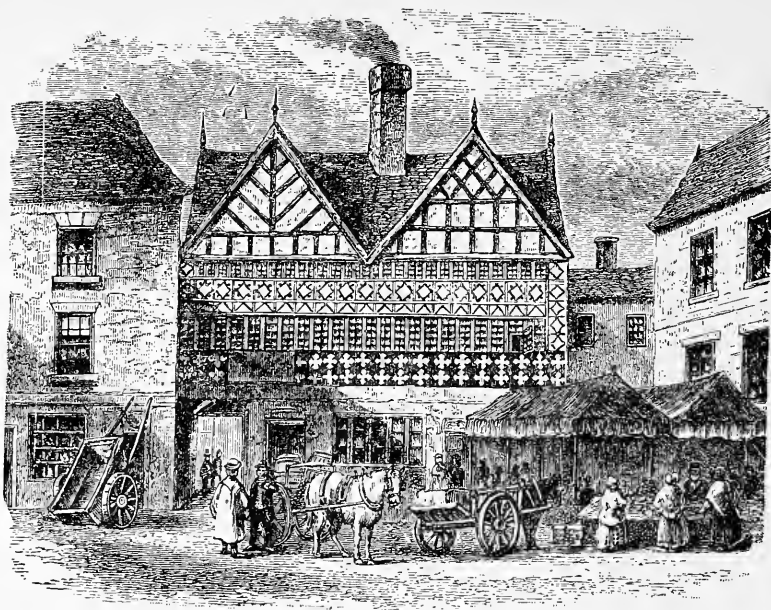
Acknowledgments

Mention should be made of the many executives and directors who have contributed in the reorganization and later the management of the parent company in the United States of America, particularly Henry P. Kendall of Boston, who served as Chairman of the Board in 1942 and 1943, and Frederick G. Coburn of New York, who served as President during seven and one half years.

To three other lifelong friends should acknowledgment be made, namely: Charles Francis Adams of Boston, formerly The Secretary of the Navy of the United States; Dr. Ernest Martin Hopkins of Hanover, New Hampshire, trustee and director; and the late John H. Fahey of Swampscott, Massachusetts and Washington, D.C., director. The wise counsel of these men and their associates was and is invaluable.

—L.F.W.





“Previous to the preparation of this informal New-comen Address I had little knowledge of Canadian events since 1783, although Canadian history before that date had received a good deal of attention, mainly because of the interesting style of writing of Francis Parkman of Boston, whose classic literary accomplishments enthralled me as a boy and as a young man.”

—LAURENCE F. WHITEMORE





Through the years, Canada and the United States of America have had—through their business leadership—another and close bond of understanding and friendship and mutual purpose, in the informal associations created by American Newcomen. This is wholly constructive!



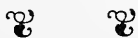


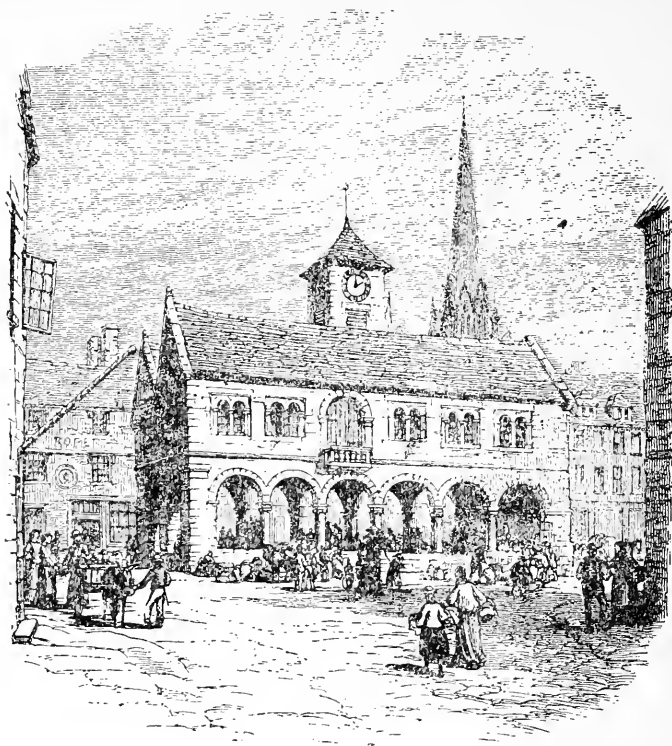
Canada and the United States of America enjoy an intimacy of business and economic relationships unique in world history. It is a heritage to be preserved, cherished, and appreciated. North America indeed is blessed by this measure of unity. It well may be an example to other nations!





*So many of the traditions of British architecture and of
British culture are cherished and revered in Canada.
This is a good thing likewise for the United States of
America, whose admiration Canada has
won and retained!*





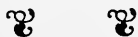
*Canada, good neighbor to the United States of America,
has long been a fruitful source of raw materials that has
enriched the economies of both countries. Ever-increas-
ingly has Canada's own industrial production gone for-
ward, likewise to the advantage of both countries.*

*The years ahead hold
golden promise!*





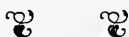
Through the years, Canada and New England have maintained especially close contacts—with profitable economic interchange. New England's reputation—for quality, thrift, workmanship, and solidarity—has in itself been an example to the rest of the Nation. By a same token, New England has been a good neighbor to Canada—and a good friend. Many a New England corporate enterprise has operations across the international boundary!

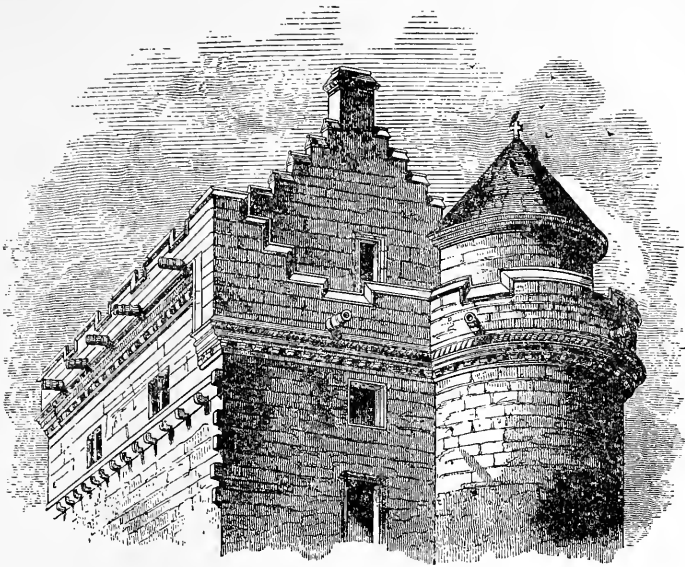




“We are speaking of Freedom, in the broadest sense, and appropriately I shall quote to you words of our old friend Plutarch, of centuries ago. He wrote: ‘For it was well and truly said that the first destroyer of the liberties of a people is he who first gave them bounties and largesses.’ It is well that the United States and Canada learn these words anew.”

—LAURENCE F. WHITTEMORE



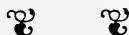


“During generations, both Americans and Canadians have pointed to the enduring friendship between them as a pattern for the World.

“In these present and troublous times what better example can be cited; what more convincing argument can be advanced?

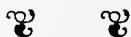
“And I would call your attention to the fact that both are God-fearing countries.”

—LAURENCE F. WHITEMORE





AMERICAN NEWCOMEN, *interested always in industrial and economic history, takes satisfaction in this very intriguing, very forthright, and very human Newcomen manuscript, delivered in Canada upon an important international occasion. Appropriately, it has dealt with the many inter-relationships existing between industries, of every kind, in the United States of America and those in Canada. The brief review, interpreted by an American of long and distinguished service and experience, may indeed constitute in itself another bond in the intimately friendly relations existing between the United States and Canada. It is a contribution that should live in the literature of the relations between the two countries.*



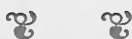


THE NEWCOMEN SOCIETY OF ENGLAND IN NORTH AMERICA

BROADLY, this British Society has as its purposes: to increase an appreciation of American-British traditions and ideals in the Arts and Sciences, especially in that bond of sympathy for the cultural and spiritual forces which are common to the two countries; and, secondly, to serve as another link in the intimately friendly relations existing between Great Britain and the United States of America.

The Newcomen Society centers its work in the history of Material Civilization, the history of: Industry, Invention, Engineering, Transportation, the Utilities, Communication, Mining, Agriculture, Finance, Banking, Economics, Education, and the Law—these and correlated historical fields. In short, the background of those factors which have contributed or are contributing to the progress of Mankind.

The best of British traditions, British scholarship, and British ideals stand back of this honorary society, whose headquarters are at London. Its name perpetuates the life and work of Thomas Newcomen (1663-1729), the British pioneer, whose valuable contributions in improvements to the newly invented Steam Engine brought him lasting fame in the field of the Mechanic Arts. The Newcomen Engines, whose period of use was from 1712 to 1775, paved a way for the Industrial Revolution. Newcomen's inventive genius preceded by more than 50 years the brilliant work in Steam by the world-famous James Watt.



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